City of Santa Paula

City Council

MAYOR PEDRO A. CHAVEZ
VICE MAYOR CARLOS JUAREZ
COUNCILMEMBER JENNY CROSSWHITE
COUNCILMEMBER LESLIE CORNEJO
COUNCILMEMBER GABRIELA ORNELAS

CITY COUNCIL SPECIAL MEETING OF THE
SANTA PAULA CITY COUNCIL

TUESDAY, APRIL 1, 2025

5:30 PM - City Council Special Meeting

SANTA PAULA COMMUNITY CENTER
530 WEST MAIN STREET
SANTA PAULA, CA 93060

JULIE LATSHAW, CITY CLERK
DAN SINGER, CITY MANAGER
MONICA CASTILLO, CITY ATTORNEY

BRINGING ITEMS BEFORE THE CITY COUNCIL

You are invited to participate in all Regular City Council meetings. Agendas are posted in the front of Santa Paula City Hall, 970 Ventura Street, Santa Paula, 72 hours in advance of the scheduled meetings. The City Council's regular meetings start at 6:30 p.m. the first and third Wednesday of each month in the City Hall Council Chambers located at 970 Ventura Street in Santa Paula. Special and Closed Sessions vary by date and time.

HOW TO PARTICIPATE IN PERSON DURING THE MEETING: If you wish to speak at a City Council meeting, please fill out a ***Public Comment Form*** noting your name and address and submit the form to the City Clerk. Include the Agenda item number you wish to speak on. Members of the public may address the Council on items on this agenda only. ***Public Comments are limited to 3 minutes.***

HOW TO PARTICIPATE BEFORE THE MEETING: Members of the public are encouraged to submit email correspondence on any agenda item by sending an email to cityclerk@spcity.org. All public correspondence received by three hours before the meeting date will be provided to the legislative body before the meeting. Public Comments received after, will be provided to the legislative body the next day.

Your Participation in this meeting is in the public domain; meetings are cablecast; minutes of this meeting will reflect your participation in this meeting and are posted on the city's website.

PLEASE NOTE: *Be advised that if you bring a legal challenge to an action, you may be limited to raising only those issues you or someone else raised at the meeting described in this Agenda, or in written correspondence delivered to the City Council at or before the meeting. Any action is subject to the ninety-day time period set forth in Code of Civil Procedure § 1094.6.*

In compliance with the ***Americans with Disabilities Act****, if you need special assistance to participate in this meeting, please contact the City Clerk at (805) 933-4208. Notification 48 hours before the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. (28 CFR 35, 102-35.104 ADA Title II). Written materials distributed to the City Council within 72 hours of the City Council meeting are available for public inspection immediately upon distribution in the City Clerk's office.*

SPECIAL MEETING - CITY OF SANTA PAULA COMMUNITY CENTER

1. CALL TO ORDER

REMINDER: in order to minimize distractions during public meetings, all personal communication devices should be turned off or put in a non-audible mode.

2. ROLL CALL

3. PUBLIC COMMENT

At this time, members of the public may comment on any item appearing on the agenda only. Individual Councilmembers may briefly respond to Public Comments or ask questions for clarification. **Public Comments are limited to three minutes.**

4. STRATEGIC PLANNING WORKSHOP

4.A CITY COUNCIL TWO-YEAR STRATEGIC PLANNING WORKSHOP #2

5. ADJOURNMENT

State of California)-

County of Ventura)- ss

City of Santa Paula)-

I declare under penalty of perjury that I posted this City Council Agenda on the bulletin board near the front door of City Hall, 970 Ventura Street, Santa Paula, California.

On_____at_____Signed:_____

Julie Latshaw

City Clerk

City of Santa Paula
Strategic Planning Session Agenda
April 1, 2025

Santa Paula Community Center - 530 W Main Street Santa Paula, CA 93060

5:30 p.m. – 7:30 p.m.: Call Meeting to Order & Public Comments, (E) Public Safety, (F) Community Vitality, (G) Operational Excellence

7:30 p.m. – 7:45 p.m.: Break

7:45 p.m. – 8:15 p.m.: Strategic Planning Session: Cont. (G) Operational Excellence

8:15 p.m. – 8:30 p.m.: Public Comment

8:30 p.m. – 8:45 p.m.: City Council Comments & Feedback

8:45 p.m. – 9:00 p.m.: Wrap Up / Next Steps

(Disclaimer: Items, topics and schedule are subject to change)

City of Santa Paula

TWO-YEAR STRATEGIC PLAN

Fiscal Years (FYs)

2023–2025

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Background & Overview

Background of Santa Paula

Referred to as the "Citrus Capital of the World", the City of Santa Paula is a 5.69 square-mile city located in a rich agricultural area within the center of Ventura County. Surrounded by hills and mountain peaks, the City is a major distribution and production center for citrus fruits and avocados[1]. With a community of 30,657 residents, the population is 83% Latino/Hispanic with a median age of 32 years.

In 2021, households in Santa Paula, CA had a median annual income of $67,697, the median property value was $436,000 and the homeownership rate was 52.8%. The total number of businesses (last reported in 2012) is 1,724 and the City contains multiple large agricultural business operations, with one company being the world's largest and leading marketer of California avocados.

The City of Santa Paula provides a variety of services through six departments: Administration (City Council, City Manager, Human Resources, etc.), Parks & Recreation (Facilities, Recreation, Parks, etc.), Community & Economic Development (Planning, Building and Safety and Code Compliance), Finance (City Treasurer, Accounting, Utility Billing, etc.), Police and Public Works (Streets, Engineering and Utilities).

Strategic Plan Project Overview

In January of 2023, the City of Santa Paula hired the Mulholland Consulting Group (MCG) to help the City Council develop a Two-Year Strategic Plan (FY2023–2025). The development of the 2023–2025 Santa Paula Strategic Plan took place over the course of three work sessions (~15 hours), involving the city council, city staff leadership, and members of the public.

Note: Some objectives overlap between different strategic plan categories, as you will see throughout this plan.

Objectives throughout this plan are not in priority order.

*Metrics from Census.gov
1 https://www.census.gov/quickfacts/fact/table/santapaulacitycalifornia/HCN010217

2023-2025 City of Santa Paula Strategic Plan

2023–2025

City of Santa Paula Strategic Plan

VISION STATEMENT

The City of Santa Paula is an innovative and collaborative municipal organization delivering exceptional services that enhance a sustainable and vibrant community where residents, families, and businesses can thrive.

MISSION STATEMENT

The City of Santa Paula is committed to providing and continually creating a safe, sustainable, and innovative place to live, work and thrive.

What does a thriving Santa Paula look like to you in two years?

COMMUNITY ENGAGEMENT | ECONOMIC PROSPERITY

COMMUNITY SERVICES | TOURISM

CORE VALUES

(Not in priority order)

INNOVATION

The City of Santa Paula is committed to providing and continually creating a safe, sustainable, and innovative place to live, work and thrive.

COLLABORATION/TEAMWORK

We are active and connected individuals and teams working together to advance our goals and achieve success.

DIVERSITY/INCLUSIVITY

We are an organization that embraces the range of human differences and points of view.

ACCOUNTABILITY

We value the ability of our staff and organization to honor our commitments to our community and each other.

INTEGRITY

We are consistently open, honest, ethical and genuine.

EQUITY

We champion fairness and inclusivity for all.

COMMUNICATION

We value open, transparent dialogue, and fostering an environment where ideas, concerns, and feedback are freely exchanged with residents and organizations.

A.
Arts, Culture, & Entertainment

A. Arts, Culture, and Entertainment

Goal: Become a regional leader of the arts, culture, and entertainment that accurately represents our history and core values.

OBJECTIVES:

1. **Public Arts/Murals -** Support public art and the mural program and pursue methods to increase funding. (General Plan Economic Development & Downtown 4.C)

BUDGET IMPACT:
$5,000/mural + Staff Time

METRICS:
1. Help facilitate production of at least one new mural per calendar year.
2. Explore policies or programs which would provide a "percent for the arts".
3. Number of grant applications vs. the number of grants won for Arts, Culture, and Entertainment.

2. **Cultural Arts/Tourism -** Establish and support a Cultural Arts and a Tourism Council.

BUDGET IMPACT:
$10,000 + Staff Time

METRICS:
1. Establish an Arts Council.
2. Promotion of arts/history/culture.
3. Number of artists and projects per year.
4. Number of digital and print materials distributed.
5. Number of events.
6. Establish monthly calendar of events.
7. Support or obtain funding for each entity.

3. **QR Codes -** Pursue the integration of technology with QR codes for historical buildings/murals.

BUDGET IMPACT:
$3,500 + Staff Time

METRICS:
1. Number of plaques installed and number of QR codes created for existing points of interest.
2. Creation of a dedicated website for historical buildings/murals.

A. Arts, Culture, and Entertainment (CONT'D)

Goal: Become a regional leader of the arts, culture, and entertainment that accurately represents our history and core values.

4 **Historic Resources -** Adopt and implement standards and guidelines for new development, alterations to existing structures, and preservation of historic resources within historic districts. (General Plan Environmental & Cultural Resources 4.C)

BUDGET IMPACT:
Funded through General Plan Fund

METRICS:
1. Update the municipal code to include standards for historic preservation.

B. Economic Development

B. Economic Development

Goal: Enhance the economic vitality of the community through measures targeted towards development and business retention and expansion and attraction, resulting in diverse housing options, increased revenue generation, job creation, and a business-friendly community.

OBJECTIVES:

1. **Revenue Opportunities -** Actively pursue revenue opportunities to increase the City's revenue base.

BUDGET IMPACT:
Staff Time

METRICS:
1. Bring a list of options to Council for review.
2. Move forward on any initiatives Council supports.

2. **Business Communications -** Create a positive business environment by increasing communications and partnerships with new and existing businesses.

BUDGET IMPACT:
$1000 + Staff Time

METRICS:
1. Number of business roundtables per year.
2. Number of attendees on average per event.
3. Number of email blasts, newsletters, etc.
4. Development of targeted business education programs through the Economic Development Collaborative **(EDC)**, Women's Economic Ventures **(WEV)**, and **SCORE.**
5. Explore CRM software system.

3. **Downtown Beautification -** Develop guidelines which address architecture, landscaping, streets, and hard scape elements within the Downtown and historic districts. (General Plan Environmental & Cultural Resources 4.C)

BUDGET IMPACT:
$500,000 + Staff Time

METRICS:
1. Develop a schedule for completion of suggested improvements, based on priority, and present periodic updates to the Property Business Improvement District (PBID) and City Council.
2. Schedule, milestones, projects (number of facades improved, number of wayfinding signs installed, etc.)

B. Economic Development (CONT'D)

Goal: Enhance the economic vitality of the community through measures targeted towards development and business retention and expansion and attraction, resulting in diverse housing options, increased revenue generation, job creation, and a business-friendly community.

OBJECTIVES:

4 **Marketing -** Partner with the Heritage Valley Tourism Board **(HVTB)**, Property Business Improvement District (PBID), Chamber of Commerce, and local transportation providers (rail and airport) to work collectively to advertise and market Santa Paula to increase tourism.

BUDGET IMPACT:
$10,000/year + Staff Time

METRICS:
1. Explore utilizing data and software analytics along with business-related data to capture business-related analytics.
2. Measured by Transient Occupancy Tax (TOT) increase.

5 **Navigational Signage -** Attract "pass-through" traffic by improving and implementing new wayfinding or "gateway" signage throughout the City and State Route **126** to promote business and tourist opportunities.

BUDGET IMPACT:
$100,000 for designs, implementation costs TBD (multi-year process)

METRICS:
1. By Spring 2024 have a comprehensive wayfinding program defined with critical locations installed.
2. Expand process as much as budget allows.

6 **Business Attraction -** Prepare an economic base study to identify business sectors with greatest potential for expansion in Santa Paula and implement a business retention, marketing and recruitment program to attract those businesses. (General Plan Economic Development & Downtown 1.B)

BUDGET IMPACT:
$26,000 + Staff Time

METRICS:
1. Contract out data analytics capture in 2023 to determine opportunities for retention and attraction based on data related to leakage and the city's employment base.
2. Explore rural retail opportunities for growth.
3. Identify retail deficits and conduct outreach to representatives of potential operators.
4. Assemble metrics to better demonstrate the city's marketability.
5. Utilize data analytics capture software for informed decision making.

B. Economic Development (CONT'D)

Goal: Enhance the economic vitality of the community through measures targeted towards development and business retention and expansion and attraction, resulting in diverse housing options, increased revenue generation, job creation, and a business-friendly community.

OBJECTIVES:

7 **Retail Vacancy Standards -** Explore options for addressing empty storefronts.

BUDGET IMPACT:
Staff Time

METRICS:
1. Develop strategies related to property owner outreach and education.
2. Potentially modify muni-code to require active uses on main floor Central Business District (CBD) properties.
3. Number of reduced empty storefronts Year over Year.

8 **Annexation Opportunities -** Review of city boundaries for annexation opportunities.

BUDGET IMPACT:
Staff Time

METRICS:
1. Collaboration with property owners, county and LAFCo to identify viable sites and determine successful implementation strategies.

C. Infrastructure, Transportation & Mobility

C. Infrastructure, Transportation & Mobility

Goal: Maintain and develop the City's infrastructure to be safe, sustainable, innovative, and cost-efficient.

OBJECTIVES:

1. **Streets –** Work to maximize funding going to streets.

BUDGET IMPACT:
Staff Time + Various funding sources from the adopted FY23/24 & FY24/25 Capital Improvement Program (CIP) which include the General Fund (Measure T, Solid Waste Franchise Fees, Transportation Impact Fees) American Rescue Plan Act (ARPA), Transportation Development Act (TDA), SB1, and Federal and State Grants.

METRICS:
1. Staff will provide 5-Year Pavement Management Plan updates to Council on an annual basis.
2. Review of Pavement Condition Index (PCI) changes year-over-year.

2. **City Facilities Master Plans -** Pursue long term options and Master Plans for the Corporate Yard/Water and City Hall Campus improvements.

BUDGET IMPACT:
$50,000 per facility

METRICS:
1. Hire a consultant to work on creating a Corporate Yard/Water and City Hall Campus Master Plan.
2. Have draft report / plan presented to an ad hoc committee or Council.

3. **Green Initiatives -** Explore funding opportunities and partnerships to implement Energy Efficiency projects, solar, and electric vehicle (EV) technologies.

BUDGET IMPACT:
$5000 to apply for grants + Staff Time

METRICS:
1. Complete lighting project (Phase 1).
2. Apply for grant funding opportunities.
3. Explore and present findings related to solar options to Council.
4. Explore and present findings related to EV options to Council.

C. Infrastructure, Transportation & Mobility
(CONT'D)

Goal: Maintain and develop the City's infrastructure to be safe, sustainable, innovative, and cost-efficient.

OBJECTIVES:

4 **Downtown Lighting/Safety -** Improve and maintain lighting and safety measures in alleys and parking lots within the downtown keeping in mind historical aesthetics. (General Plan Economic Development & Downtown 4.C)

BUDGET IMPACT:
TBD

METRICS:
1. Number of lights identified, procured, and installed.

5 **P&R Funding -** Explore revenue options for parks, green ways and public spaces including funding for park and recreation facilities and programs. (General Plan Public Services & Utilities 6.7)

BUDGET IMPACT:
$40,000 -$60,000

METRICS:
1. Hire a consultant to explore feasibility and process of creating a park district and explore potential revenue options.
2. EXPAND METRICS

6 **Fire Memorial Building -** Explore feasibility of future interior use for the historic Fire Memorial Building.

BUDGET IMPACT:
Staff Time

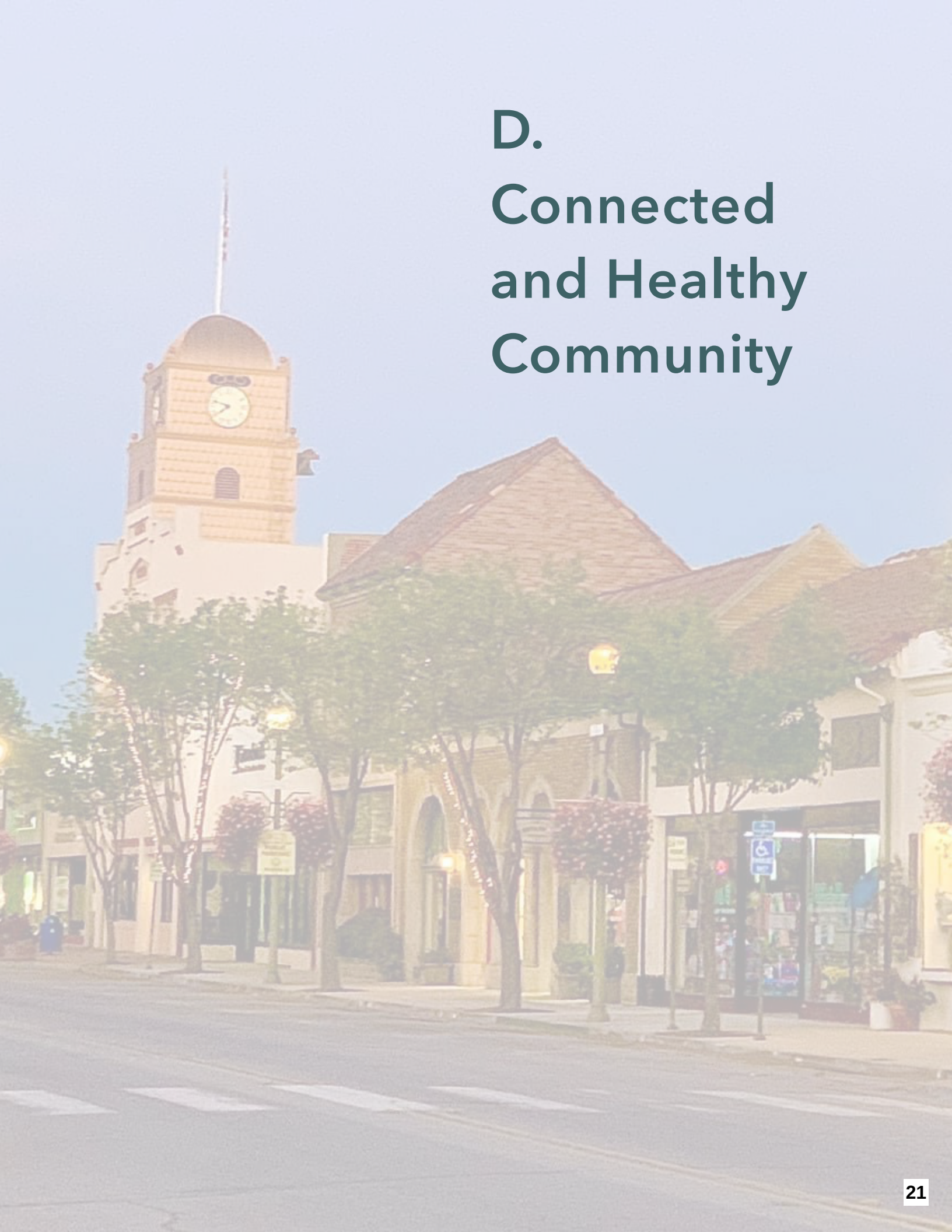
METRICS:
1. Obtain cost estimates for needed building improvements and costs for future use alternatives.

7 **Bike Master Plan -** Create a Class I and II Bike Trail Master Plan and work towards expansion of our existing trails.

BUDGET IMPACT:
Some funding through grants + Staff Time

METRICS:
1. Progress on master plan (milestones).
2. Total number of miles of Class I/II bike lanes created.

D. Connected and Healthy Community



D. Connected and Healthy Community

Goal: Educate and engage residents and businesses about programs, initiatives and foster regional partnerships that create a safe and healthy community to live, work and thrive.

OBJECTIVES:

1. **Community Education -** Provide community education about City projects, processes, & permits.

BUDGET IMPACT:
$1,500 + Staff Time

METRICS:
1. By 3rd quarter, activate vacant space on Main Street to provide periodic town hall/remote city hall outreach for community engagement.
2. Measure the frequency and types of events hosted.
3. Number of "Did you know" campaigns created.
4. Number of in person events conducted on a particular topic.

2. **CRM Database -** Explore options for CRM database to enhance communications with residents.

BUDGET IMPACT:
$ TBD + Staff Time

METRICS:
1. Research options, software solutions and budget requirements to address communications needs with residents and business owners.
2. Present findings to Council.

3. **Youth Facilities -** Explore expansion of youth facilities and resources.

BUDGET IMPACT:
$20,000 - $40,000

METRICS:
1. Hire an architect to provide a building design and estimated associated construction costs.
2. Report findings back to Council.

D. Connected and Healthy Community (CONT'D)

Goal: Educate and engage residents and businesses about programs, initiatives and foster regional partnerships that create a safe and healthy community to live, work and thrive.

OBJECTIVES:

4 **Smoking -** Explore updating City's "No Smoking" Ordinance.

BUDGET IMPACT:
Staff Time

METRICS:
1. Research options and policies related to "No Smoking" ordinances.
2. Present findings to Council.

5 **Citywide Communications -** Analyze the effectiveness of the City's current communication efforts and provide suggestions for improvements.

BUDGET IMPACT:
$5,000 + Staff Time

METRICS:
1. Obtain feedback from residents on current communications practices.
2. Seek feedback from communications firm on areas for improvement.
3. Devise a plan for improvement.
4. Explore technology applications which track resident concerns.

6 **Climate Action Plan -** Secure funding and develop a Climate Action Plan.

BUDGET IMPACT:
$100,000 + Staff Time

METRICS:
1. Work with grant writers to keep an eye out for potential grant opportunities to support.
2. Apply and obtain grant.

E.
Public Safety & Emergency Preparedness

E. Public Safety & Emergency Preparedness

Goal: Create an environment within the City in which our residents feel safe and which promotes the City as a location of choice for living, working, visiting and recreating.

OBJECTIVES:

1. **Cameras -** Pursue funding opportunities to expand safety cameras to cover critical infrastructure & public spaces.

   BUDGET IMPACT:
   $200,000 + Staff Time

   METRICS:
   1. Number of cameras installed.

2. **Neighborhood Safety -** Strengthen neighborhood safety engagement initiatives around emergency preparedness.

   BUDGET IMPACT:
   $2,500/year + Staff Time

   METRICS:
   1. Number of meetings conducted annually.

3. **SPPD Strategic Plan -** Work towards the execution and implementation of the Police Department Strategic Plan.

   BUDGET IMPACT:
   Staff Time plus costs to complete the plan

   METRICS:
   1. Publish plan to Police website.
   2. Provide quarterly updates to Council on progress.

E. Public Safety & Emergency Preparedness
(CONT'D)

Goal: Create an environment within the City in which our residents feel safe and which promotes the City as a location of choice for living, working, visiting and recreating.

OBJECTIVES:

4 **SPPD Facility Upgrades -** Pursue funding to complete all Police facility upgrades.

BUDGET IMPACT:
Not to exceed $1.1 million

METRICS:
1. Develop a phased plan that outlines cost and completion dates for the projects.
2. Report quarterly on the progression of the project.

5 **SPPD Community Engagement -** Develop methods and programs to connect our police with the community, local nonprofits and businesses.

BUDGET IMPACT:
$2,500/year + Staff Time

METRICS:
1. Seek to host one to two Community Academy courses in English/Spanish.
2. Number of meetings conducted in the community.
3. Creation of a Police Chief's Advisory Board and number of meetings held.
4. Creation of a Community Academy and number of meetings held.
5. Number of meetings with held with Community Based Organizations (CBO's).
6. Number of events with Police Activity League (PAL).

6 **SPPD Wellness -** Expand wellness options for employees such as peer support counseling services, and mindfulness and resiliency training.

BUDGET IMPACT:
$2,000 + Staff Time

METRICS:
1. Number of personnel who have completed training.
2. Establish a peer support team.

E. Public Safety & Emergency Preparedness
(CONT'D)

Goal: Create an environment within the City in which our residents feel safe and which promotes the City as a location of choice for living, working, visiting and recreating.

OBJECTIVES:

7 **Emergency Response -** Create an Emergency Preparedness, Response and Recovery Plan. (GP Public Services & Utilities 6.D.)

BUDGET IMPACT:
Staff Time + Direct Costs

METRICS:
1. Update the Emergency Operations Plan Manual.
2. Have Emergency Services Coordinator conduct trainings with City staff.
3. Establish SOP for each City department.
4. Perform a table top exercise bi-annually.

8 **Emergency Communications -** Explore technology and increase subscribership with emergency communications to enhance disaster-preparedness efforts.

BUDGET IMPACT:
$ TBD + Staff Time

METRICS:
1. Measure increase in subscribership biannually.
2. Explore various technologies and associated costs to maximize subscribership.

F. Community Vitality

F. Community Vitality

Goal: Provide the residents of Santa Paula with sustainable resources and programs to make this a great place to live and grow.

OBJECTIVES:

1. **Volunteerism -** Expand, support and connect volunteers, or those with specialized skills, with local opportunities to make a difference in Santa Paula.

BUDGET IMPACT:
$30,000 + Staff Time

METRICS:
1. Number of volunteer projects annually.
2. Annual increase in the total number of hours logged by volunteers.
3. Host an annual volunteer appreciation event.
4. Attract retirees and professional talent.
5. Use a database to track volunteers, possibly CRM.

2. **Internships -** Expand and enhance a Citywide Internship and Apprentice Program.

BUDGET IMPACT:
$10,000 + Staff Time

METRICS:
1. Research and present to Council for feedback programs, policies and a budget for a citywide internship program and an apprentice program.
2. Partner with other agencies such as Santa Paula Unified School District (SPUSD) and local community colleges.

3. **Fagan Barranca Park Master Plan -** Pursue funding and create a Master Restoration Plan.

BUDGET IMPACT:
$40,000-$60,000

METRICS:
1. Hire consultant (biologist / landscape architect) to work with staff and community to create a master plan.
2. Present draft master plan to City Council.

F. Community Vitality (CONT'D)

Goal: Provide the residents of Santa Paula with sustainable resources and programs to make this a great place to live and grow.

OBJECTIVES:

4 **Code Enforcement -** Develop administrative hearing ordinance & public code education programs.

BUDGET IMPACT:
TBD

METRICS:
1. By Fall 2023, promote educational materials and compliance requirements through print, digital media.
2. Present the process for initiating a local code hearing officer to Council.
3. Number of educational events held.
4. Percent of tickets/fines adjudicated.
5. Percent of ticket/fines Year over Year.

5 **Water/Sewer Bill Assistance -** Explore resources for connecting low-to-moderate or fixed income residents with programs to assist with water/sewer bills.

BUDGET IMPACT:
TBD

METRICS:
1. Research any previous programs and explore possible new assistance programs.
2. Present options to Council for consideration.

6 **WiFi -** Improve WiFi signal at the Community Center & Cultural Arts Building.

BUDGET IMPACT:
Minimal budget impact + Staff Time

METRICS:
1. Complete tests of WiFi speeds and obtain employee/guest feedback on WiFi.
2. Present findings to IT Manager for analysis and upgrades.
3. Implement upgrades based on available budget.
4. Measure Increased connectivity and WiFi speeds and employee/guest satisfaction for users in both buildings.

F. Community Vitality (CONT'D)

Goal: Provide the residents of Santa Paula with sustainable resources and programs to make this a great place to live and grow.

OBJECTIVES:

7 **Senior Master Plan -** Develop a Senior Master Plan.

BUDGET IMPACT:
$30,000 + Staff Time

METRICS:
1. Work with Senior Advisory Committee and Santa Paula Together to Create a local Senior Master Plan.
2. Hold community outreach events.
3. Present draft Master Plan to Council.

8 **SPUSD Partnerships -** Work with Santa Paula Unified School District to create a joint use agreement for school and city facilities.

BUDGET IMPACT:
Direct Costs + Staff Time

METRICS:
1. Meet with district to resume the process.
2. Provide updates to the District and Council via 2x2 Committee.
3. Bring draft Memorandum of Understanding **(MOU)** to Council.

9 **Recreational Facilities -** Explore options for community recreational facilities (i.e. dog park, pickle ball court).

BUDGET IMPACT:
$60,000-$250,000 + Staff Time

METRICS:
1. Research viability, associated costs and possible locations for potential activities.
2. Present findings to Council.

F. Community Vitality (CONT'D)

Goal: Provide the residents of Santa Paula with sustainable resources and programs to make this a great place to live and grow.

OBJECTIVES:

10 **Union Oil Building -** Pursue programing and public use options for the Union Oil Building.

BUDGET IMPACT:
$500 + Staff Time

METRICS:
1. Hold community outreach meetings.
2. Present findings to Council.
3. Create a Request for Proposals (RFP).
4. Present results of RFP to Council.

11 **Historic Resources -** Update standards for preservation of historic resources.

BUDGET IMPACT:
General Plan Fund

METRICS:
1. Update the municipal code to include standards for historic preservation.

G. Operational Excellence

G. Operational Excellence

Goal: Provide excellent service to the community in a cost-effective manner with an engaged workforce with a focus on continuous improvement and outstanding customer service.

OBJECTIVES:

1. **Permitting -** Streamline the application and permitting processes for businesses.

   BUDGET IMPACT:
   Software cost + Staff time

   METRICS:
   1. Implementation of software system to reduce cycle time for application and permitting processes.

2. **Municipal Code -** Review the City's municipal code to reduce irrelevant codes and update development codes.

   BUDGET IMPACT:
   $250,000 + Staff Time

   METRICS:
   1. Number and/or percentage of codes reduced.

3. **Employee Enrichment -** Develop programs around employee retention, engagement, and succession planning.

   BUDGET IMPACT:
   Staff Time

   METRICS:
   1. Increase employee training and learning opportunities by at least 50%.
   2. Establish a succession plan and related policies.
   3. Percent of internal promotions.
   4. Percent decrease in turnover year over year **(YoY).**

4. **Personnel Policies and Procedures -** Update the City Personnel Policies and Procedures to comply with statutes.

   BUDGET IMPACT:
   $10,000 + Staff Time

   METRICS:
   1. Update the policy.
   2. Deliver a new policy to Council by Summer 2023.

G. Operational Excellence (CONT'D)

Goal: Provide excellent service to the community in a cost-effective manner with an engaged workforce with a focus on continuous improvement and outstanding customer service.

OBJECTIVES:

5 **Records & Retention Policy -** Update records-keeping and retention policy.

BUDGET IMPACT:
Staff Time

METRICS:
1. Update the policy.
2. Measure how many paper/electronic files are eligible for destruction on a quarterly/yearly basis.
3. Measure time it takes to locate files pre/post policy.

6 **Staffing -** Develop a staffing augmentation plan.

BUDGET IMPACT:
Staff Time

METRICS:
1. Research options and best practices to provide redundancy and succession planning within a smaller City.
2. Present findings to Council.

7 **Wellness Options -** Expand Employee Wellness options.

BUDGET IMPACT:
$2,000 + Staff Time

METRICS:
1. Research options and best practices to increase wellness programs for employees.
2. Present findings to Council.
3. Implement Council supported directives.

8 **Housing/Homeless Position -** Explore opportunities to establish a Housing/Homeless Services position who will pursue partnerships and options to understand, address, and meet the needs of the unhoused including behavioral support.

BUDGET IMPACT:
$120,000 Fully Burdened + Staff Time

METRICS:
1. Develop a strategy and position around housing/homeless with Council.
2. Research, budget, and create a position to address position/strategy.
3. Recruit for position.
4. Explore opportunities to establish a Housing/Homeless task force, local services position and comprehensive strategy.
5. Establish permanent facility for transitional housing.
6. Measure results through annual point in time count.

Strategic Plan Next Steps

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Once City Council adopts the Two-Year Strategic Plan, the following items should occur:

Incorporate Strategic Plan objectives into Santa Paula's Two-Year Budget.

Continue to identify and explore funding opportunities through the American Rescue Plan (ARP).

Align future staff reports to report on conformance with the Strategic Plan, where applicable.

Revise and update as needed (per City Council's direction).

Review and create a new Strategic Plan at the end of this cycle.

Parking Lot

During the strategic planning process, Council supported the idea of creating a space in the Strategic Plan to "park" items which are good objectives but not feasible or attainable in the next two-years. These ideas are listed below.

Develop a Citywide property inventory for viable commercial and housing locations. ESRI software could assist with this process; look into cost for this system.

Attract more filming opportunities by updating the City website, attending conferences/expos, networking. Explore proactive filming opportunities.

Explore the possibility of a Santa Paula Trolley transportation system.

Explore a marketing campaign for Santa Paula (i.e. Planes, Trains & Automobiles).

Recreational Facilities - Explore options for a bike park.

Photography: Melgar Photo Studio